Thailand AERA Annual Activities Report
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Accelerated Economic Recovery in Asia
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ANNUAL REPORT OVERVIEW

In 1999, the Kenan Institute Asia (KIAsia) was chosen to implement the USAID-funded AERA (Accelerating Economic Recovery in Asia) program in Thailand over a period of three years. This year, USAID extended the program for an additional three years through 2005 in recognition of the slowness of Thailand's economic recovery and the long-term importance of the reform projects begun under AERA. In 2002, the program also expanded its geographic reach to Cambodia and Vietnam. Other changes to the program were made as well. Because several of the AERA activities could have useful development beyond 2005, USAID has recommended that KIAsia seek ways to sustain these activities without continued USAID funding.

The Business Advisory Center (BAC), the largest unit of KIAsia's Better Business Practices Division, was established to provide training and consulting services to Thai SMEs. The program's objective is to increase Thai SME's capabilities, competitiveness, and long-term sustainability. During 2002, the BAC completed 57 projects assisting Thai SMEs in a variety of functional areas. This assistance was given using BAC staff consultants along with volunteer experts from the US and Thailand. These experts are typically retired professionals and offer their expertise free of charge. There is, however, significant expense for travel and administration for the US volunteers. With the need for sustainability on the horizon, the BAC must keep costs low and respond to the SME demand for consultants with Thai language and local knowledge. The BAC, therefore, worked this year to raise the capabilities of their in-house staff. It has also sought projects supported by other funding partners and greater contribution from the recipients. This income has been placed in a program income account for future use to extend BAC services beyond 2005.

The Business Support Organizations Partnership (BSOP) builds mutually beneficial partnerships between US and Thai organizations to strengthen Thai corporate governance, business practices, and competitiveness to promote economic recovery and reform. Since its establishment in 2000, the BSOP has formed 29 partnerships and capacity building programs. In 2002, six projects were completed, training 1,277 people from a variety of functional areas. Activities focused on strengthening and deepening the partnerships formed in the first two years to increase the likelihood that the partnerships would remain active with a reduced level of or even the end of USAID funding.

The Labor Standards Advisory Services (LSAS) works to provide training, consulting, and auditing services to firms, which aim to meet voluntary external labor standards. Without reform and improvement in their labor standards, Thai firms' global competitiveness and sales volume could be hurt severely as public awareness about labor conditions continues to increase. The LSAS works to inform, consult, and audit Thai manufacturing firms on ways to improve their operations and work environments to benefit their workers. In the past year, LSAS participated in a number of conferences and forums to disseminate information to the private and public sectors. The LSAS presentations covered productivity and labor standards, corporate responsibility and international standards, and voluntary codes of conduct. The LSAS also developed training and consulting materials. The LSAS was selected as a consultant for the Ministry of Labour and Social Welfare's Factory Consulting

Program. The project involved programs to help Thai companies meet the standards of US name-brand manufacturers.

The Bank Training Program (BTP) helps commercial banks and specialized financial institutions improve their personnel's capabilities so they can make better lending and risk-management decisions while also improving governance standards. During 2002, working with outside consultants Deloitte Touche Tohmatsu and PricewaterhouseCoopers, the BTP completed five major projects that trained roughly 1,800 bank employees. This training covered topics such as risk management, debt restructuring, controlled-self assessments, and overall bank management and operations.

The Education program's main objective is to support educational reform through better use of teaching techniques and technology and promotion of international education. The program attempts to implement projects assisting education in three areas: secondary education, higher education, and life-long learning. In 2002, the Education Program focused on two issues: promotion of the English language and community-college development.

The Border Action Against Malaria project works within a national coalition to fight the spread of multi-drug resistant malaria in Thailand's border provinces. In 2002, BAAM's projects promoted monitoring, diagnosis, and school-based community involvement against malaria.

More detailed information on AERA activities in 2002 follows. Additional information regarding any of the programs under AERA may also be found in the quarterly activity reports for the year. Detailed information on quarterly activities are provided in each report and may be helpful in gaining a fuller understanding of program progress.

PROJECT REPORTS

Business Advisory Center
(BAC)

The Business Advisory Center works with Thai SMEs to create sustainable competitiveness by enhancing their management and technical capabilities. The BAC achieves this objective largely through consulting services to SMEs in a variety of functional areas. Working with the Thai Volunteer Consulting Services (TVCS), the BAC also matches needy SMEs with a database of volunteer experts who offer their consulting expertise. Sub-agreements with three US private voluntary organizations provided access to a wide variety of US expert volunteers available to provide specialist consulting for Thai SMEs. In addition, the BAC educates Thai organizations on preferable business practices through workshops, seminars, and specific projects aimed at particular business needs.

During the period, the BAC began working with cooperative partners in order to leverage USAID funds with funds provided by the Thai government. Projects such as the "Invigorating Thai Business" project allowed the BAC to help SMEs with technical assistance and management development while collecting project income for future use. This work also is meant to establish bases for future Thai government funding for the efforts initiated under AERA.

Towards the end of the year, the BAC began to prepare for a decline in USAID funding support and to maintain its operations after the AERA project ends in September 2005. This decrease in funding has caused the BAC to shift project emphasis towards those that are funded by the Thai government. In future more attention will be given to consulting projects whose costs can be more fully covered by the recipients. Thus, the BAC has begun choosing projects that develop their in-house consultants' capabilities and have began to develop consulting "products" that are in demand.

Accomplishments

Over the past fiscal year, the Business Advisory Center completed 57 consulting projects, helping SMEs throughout much of Thailand. The BAC has assisted SMEs on a wide range of business topics including: marketing, operations, business planning, production design, and product development among others. Out of the functional areas covered throughout the different projects, manufacturing and marketing assistance dominated most projects. Twenty-two projects focused primarily on developing Thailand's SME manufacturing capabilities, with assistance mostly in production-line efficiency and design. Twelve BAC consultations involved marketing strategies, primarily regarding the marketing or branding of Thai products for sale in foreign markets.

During the period, the BAC also offered several workshops and seminars as well as participated in multiple presentations and fairs designed to educate SMEs on good business practices. The BAC was involved in six notable workshops/seminars with topics covering business planning, knowledge management, a seminar covering the ASEAN Free-Trade Area agreement, industry competitiveness, financial

management, and income generation. Combined, the BAC's efforts to organize these seminars enlightened at least 400 SME participants on a variety of subjects.

During the year, the BAC established partnerships with cooperating institutions on several developmental projects. These projects have allowed the BAC to achieve their goal of developing the capabilities of SMEs throughout Thailand, as well as, helped the BAC form valuable relationships with other experienced organizations. Three projects stand out:

1. Kenan Online – The BAC, the Thailand Graduate Institute of Science Technology (TGIST), and the University of the Thai Chamber of Commerce (UTCC) agreed in December of 2001 to develop Kenan Online. The project creatde a web-based, distance-learning program teaching SME owners to write business plans for seeking financial support or strengthening their businesses. Kenan Online's first students began the program on April 20th when 45 registered participants embarked on the four-month course. The covers the creation of a business plan, marketing concepts, and financial management.

2. Invigorating Thai Businesses (ITB) – The ITB, a 2 billion baht project funded by the Thai government, is designed to provide business analysis, problem diagnosis and management, and technical consulting services to some 2,600 Thai manufacturing and servicing firms. During the second quarter of the reporting period, the BAC approached four of the project partners, looking into the possibility of sub-contracting a number of projects once the program began in April. All of the approached participants found the BAC to be a qualified partner and at the end of the fiscal year, the BAC had completed consultation on 15 ITB projects, with more in-progress.

3. One-Tumbol-One Product project (OTOP) – In July, the BAC launched a project entitled "Product and Market Development for the One Tumbol One Product Project", linked to the Ministry of Agriculture and Cooperatives' OTOP project. OTOP is designed to work with the Village Fund Project to develop distinctive indigenous products made by selected villages all over Thailand, hopefully generating income in rural areas. The objective of the program is to train the participants in rural areas in basic business skills and product development. The BAC chose three pilot villages and provided consultation training to their workers. Examples of products they helped to develop include pottery, woven reed basket products, and dyed textiles.

These three project examples illustrate possibilities for the BAC in the future, as it attempts to become more self sufficient and sustain its activities as funding decreases.

The BAC's competitiveness division was also quite active over the reporting period. This division attempts to cluster interrelated groups of businesses together to create a cooperative yet competitive industry atmosphere. The BAC successfully clustered seven multimedia companies and performed activities such as competitive assessment, SWOT analysis, cluster mapping, and business strategy rankings of the cluster. The BAC also organized training for these companies by certified trainers from the US. The seminar entitled "Project Management and Quality Assurance for CMM" educated 55 participants from the seven different multimedia companies. The BAC is also working with SIGGRAPH, an international multimedia organization, to

set up a local branch in Bangkok. SIGGRAPH already has chapter offices in Singapore, Taiwan, South Korea, and Japan.

Challenges

The BAC has entered a transitional period. USAID's extension of the AERA project and its recommendation that ways be found to sustain AERA activities, if possible, after the end of USAID funding has led the BAC to start a gradual transition to projects that are funded by other organizations or that are more fully supported by fees. The Thai government's emphasis on SME assistance through fully subsidized consulting has made it difficult to develop an SME consulting market supported by fees. On the other hand, the BAC has succeeded in attracting some Thai government funding support for its AERA activities However, the intensive nature of these consulting projects and the necessity of reporting to the Thai government as well as USAID has taken away from staff time available to maintain the same level of activity on workshops and seminars as in previous years.

In order to sustain their activities and objectives beyond 2005, the BAC will have to effectively reinvent itself. Because of funding issues, the BAC can no longer operate primarily using subsidized volunteer experts; rather, they will have to create a capable in-house consulting workforce with relevant skills to offer to the market and to other institutional partners.

Indicators

BAC Indicator Table #1

Intermediate Objective 1	Bank and Business Activity Restarted
Indicators	Total number of SMEs receiving AERA consulting assistance Increase in gross revenue
Unit of Measure	Number of firms assisted Average percentage change in gross revenue on the part of assisted firms
Source	Company records and company reports to BAC
Indicator Description	Current GDP growth projections for Thailand are in the 2.5% range. SMEs receiving AERA assistance are expected to perform at least twice as well and a target of 5% growth in total revenue has been set. One year after assistance, firms' revenue for the most recent quarter will be compared to the same quarter the previous year.

Year	Target # of Assisted SMEs Cumulative	Actual # of Assisted SMEs Cumulative	Actual Average % Increase
2000	20	116[1]	31%[2]
2001	120	165	40%[3]
2002	220	193	43%[4]
2003	320		
2004	410		
2005	500		

BAC Indicator Table #2

Intermediate Objective 1	Restart Bank and Business Activity
Indicator	Business plans or elements of business plans in use by SMEs receiving AERA assistance
Unit of Measure	Percentage of SMEs with current business planning
Source	Company follow-up reviews by BAC
Indicator Description	Each SME receiving assistance will be encouraged where appropriate to use business planning methodologies. The percentage of firms that continue to maintain that planning one year after assistance is projected at 50%

Year	Target	Actual
1999	0%	Baseline – 0
2000	50%	100%[5]
2001	50%	100%[5]
2002	50%	95%[6]

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[1] Including 40 for 1999and including projects begun but not completed
[2] 10 projects out of 32 respondents reported sales increase
    16 projects reported no change in sales
    3 projects reported sales decrease
    3 projects did not reveal sales data
[3] 2 projects out of 5 respondents reported sales increase
    2 projects reported no change in sales
    1 project did not reveal sales data
[4] 16 projects out of 37 respondents reported sales increase
    15 projects reported no change in sales
    2 projects reported sales decrease
    4 projects did not reveal sales data
[5] All of the 32 and 5 responded projects in year 2000 and 2001 respectively either have business plans or
    newly created or have existing plans in place
[6] 19 of 20 respondents have business plans in place and 1 does not.

The Business Support Organizations Partnership Program
(BSOP)

Since its inception in December of 1999, the BSOP program has been creating mutually beneficial partnerships between Thai and US organizations. The main objective of the BSOP is to build these sustainable partnerships in order to strengthen the regulatory and competitive environment, business standards, and good governance practices for the Thai private sector. The BSOP has concentrated on projects that develop transparency, business structural reform, business ethics, financial reform, and international competitiveness, all of which will help move Thailand toward a reformed system that can sustain economic recovery.

Through the life of the project, the Thai economy has struggled to regain strength following the 1997 economic crisis. Fears that economic reform will take a back seat to growth led the BSOP to support several important reform projects over the last year. It's essential to realize that not only does the BSOP need to continue to support reform of business practices, but it also needs to promote understanding of why these practices or standards are necessary. This is why the relationships and partnerships that the BSOP strives to create with respected US organizations are so important.

Accomplishments

Over this reporting period, the BSOP initiated, planned, funded and provided administrative support for a total of 29 partnerships and technical assistance programs. Six projects were completed in 2002. Due to this support, 1,277 people from businesses, universities, and governmental institutions received training during the fiscal year. This training spanned functional areas including accounting standards, auditing processes, food safety, bankruptcy regulation, and community leadership.

During this reporting period, the BSOP provided assistance in a variety of areas:

- Development of Thailand's Financial and Capital Markets.
  The BSOP helped develop Thailand's financial and capital markets through its work on the Bond Market Development Program. Bringing together the Thai Bond Dealing Centre (Thai BDC) with its US counterpart, The Bond Market Association (TBMA), the BSOP helped to develop Thailand's bond market, especially the Repurchase Agreement (Repo) market. At its completion in Sept of 2002, the program had educated 250 participants from asset management corporations, secondary mortgage corporations, financial institutions, and stakeholders on Market Securitization. The program also distributed 9,000 copies of TBMA investor guideline pamphlets that had been translated into Thai.

- Thai Company Competitiveness.
  In addition, the BSOP worked to help exporters of organic fruits and vegetables remain or become competitive in foreign markets. Through a partnership between the Thai Department of Agriculture (DOA) and the U.S. Independent Organic Inspector Association (IOIA), the BSOP helped expose 35 DOA officers and an agricultural university professor to international standards for organic-crop inspection. In order to remain competitive in foreign markets, it's necessary to

have qualified organic-food inspectors. At the completion of the program, 28 of the participants received farm certification and 21 received process certification.

- Programs Focused on Reform.
  Several BSOP programs aimed to reform Thai business practices rather than promote immediate growth. Often reform begins with the implementation of acceptable business standards and practices. Thus, the BSOP arranged for the partnership between the Security Analysts Association (SAA) and the Association for Investment Management and Resource (AIMR) to create the Chartered Financial Analyst (CFA) Designation program. This program was designed to educate security analysts on international standards of fund management. The program trained 45 fund managers and financial analysts at a one-day workshop focused on "Global Investment Performance Standards (GIPS). It also included a two-part review tutorial to prepare CFA candidates for the certification process, with 33 and 16 candidates attending the two review tutorials respectively.

These examples illustrate the type of impact the BSOP is having on Thailand's economic recovery and reform.

Challenges

It has often been a challenge to find the most appropriate US organization to partner a particular Thai organization and then encourage members of that US organization to make the considerable time commitment to come to Thailand. This challenge has been met through good communication between the BSOP staff in Thailand and the staff in Washington provided under a sub-agreement with the Kenan Institute of Private Enterprise. The close partnership between the two institutes has often meant that the Washington staff devotes extra time and care to finding the best partner. The challenge that lies ahead is to strengthen the partnerships that have been initiated so that they continue the relationship even as funding declines and ends. While many US organizations have demonstrated their willingness to work with their Thai partners without compensation, it is difficult for them to justify the considerable out-of-pocket expenses for travel and accommodation. It is hoped that by the time the USAID funding ends, the Thai organizations will be sufficiently motivated and sufficiently funded to undertake some of these expenses.

Indicators

BSOP Indicator Table #1

Intermediate Objective 1	Corporate and Financial Governance Improved
Indicator	Policies, systems, or procedures adopted by participating partner organizations
Unit of Measure	Number of participating organizations implementing policies, systems, or procedures introduced or strengthened through the partnership fostered by the BSOP

Year	Expected Measures Cumulative	Actual
1999	0	Baseline - 0
2000	2	7
2001	7	17
2002	10	23
2003*	15	25

*   Q1 of Year 2003 (October – December): additional 2 policies/system changed

BSOP Indicator Table #2

Intermediate Objective 2	Financial and Corporate Governance Improved
Indicator	The number of long-term partnerships initiated and maintained
Unit of measure	Number of partnerships

Year	Expected Partnerships Cumulative	Actual
1999	0	Baseline - 0
2000	2	7
2001	4	16
2002	8	22
2003*	12	23
2004	10	

*   Q1 of Year 2003 (October – December 02): one additional partnership with The Institute of Internal Auditors.

Labor Standards Advisory Services
(LSAS)

The LSAS works to provide training, consulting, and auditing services to firms, which aim to meet voluntary external labor standards. Under pressure from universities, consumers, labor groups, and other NGOs, multinational firms now understand that labor reform is needed at every level of production. The sales volume and competitiveness of these business enterprises depends on meeting a strict set of labor standards.

After the completion of the one-year Labor Standards Development Project funded by USAID, KIAsia established the LSAS to follow up on previous activities, train Thai factory workers, and help multinational corporations monitor international labor standards and codes of conduct.

Accomplishments

One of the first steps toward labor reform in Asia is to educate multinational firms, domestic firms, government agencies, labor organizations, and the public about corporate responsibility and the need for improved standards of treatment of workers. During the reporting period, the LSAS participated in a number of conferences and forums to disseminate information to the private and public sectors. The LSAS directed four presentations covering the following topics of discussion: productivity and labor standards, corporate responsibility and international standards, the differences between WTO, labor laws, and voluntary codes of conduct, and workplace quality efforts at the government and NGO level. These presentations reached approximately 360 business representatives, government officials, NGO officials, manufacturers, and suppliers from all over Thailand and Asia.

The LSAS also worked on the development of various training and consulting materials during 2002. Due to this development and the LSAS's expertise in voluntary labor standards, they were selected as a consultant for the Ministry of Labour and Social Welfare's Factory Consulting Program. The project involved a series of training/consulting programs to assist SME suppliers of major US brands to sustain their market share through compliance to buyers' codes. This project is to be initiated in January 2003.

During this reporting period, the LSAS also continued to conduct audits contracted by the Fair Labor Association (FLA) in the apparel and footwear industries. They performed audits for Nike, Mattel, Aragon, Reebok, and Polo, providing project income to continue labor activities beyond the 2005 end of AERA funding from USAID. All of their audits worked to improve the working conditions of the factories.

Challenges

One area of concern is whether the inspections conducted by the Ministry of Labour and Social Welfare (MOLSW) are actually occurring. The MOLSW has moved to a self-evaluation system, wherein companies fill out evaluation packets explaining how their own organizations comply with labor standards. The problem is that there aren't

a sufficient number of inspectors to perform physical inspections of the factories. The LSAS will need to continue to find new ways to better address the needs of the current labor environment.

Motivation for domestic firms to meet international labor standards depends on pressure from the name-brand multinational firms that contract them to produce goods. The willingness of these multinational firms to exert that pressure depends, at least in part, on their perception that their customers want products that are produced under fair, safe, and legal conditions.

Indicators

USAID did not recommend any specific indicators for the LSAS program

Bank Training Program
(BTP)

The Bank Training Program (BTP) funds training projects with the goal of reforming and retraining Thai banks to help the country achieve economic recovery. The program's focus is on helping commercial banks and specialized financial institutions improve their personnel's capabilities, so they can make better lending and risk-management decisions while also improving governance standards.

The BTP works primarily with Thai-owned banks, both state-owned and private, to assess their training and reform needs. Once these needs are clear and detailed, the BTP works with outside consulting companies to provide customized training programs to the banks. The companies providing this training included PricewaterhouseCoopers Risk Management Service Ltd., Deloitte Touche Tohmatsu Corporate Restructuring, Ltd., and Development Alternative Inc. The BTP staff manages the relationship between the training company and the bank to ensure that USAID's development and cost objectives are met.

In 2002, the program's third year, the BTP continued to train within banks with the goal of reform, but it also aimed to ensure that the reforms were being effectively implemented. This is to avoid a situation in which the reforms will only remain at the level of policy and rules, and won't be internalized within the organizations.

Accomplishments

Over the past reporting period, the Bank Training Program successfully completed five major projects. All five projects worked to train bank employees on concepts ranging from risk management, debt restructuring, controlled self assessments, and overall bank management and operations. Through their efforts, the BTP was able to reach nearly 1,800 bank employees from the executive, management, and operational levels, with most receiving interactive, hands-on training.

Of the many topics covered, risk-management training was most prevalent among BTP projects. This reflects analysis that poor risk management led to the severe problems faced by banks in 1997 and the continuing difficulties with non-performing loans. Three of the large BTP supported programs completed this year dealt primarily with managing risks. During the first quarter, the BTP completed three risk-management training sessions for Siam Commercial Bank (SCB) employees, including the board of directors, the president, executive-vice presidents, and senior-vice presidents. Out of the 181 employees who received the training, 95% commented that the training objectives were met, and 90% commented that the knowledge gained from the training could be applied to actual work. The BTP was invited back to do a reassessment of the Bank's current risk-management practices which began later in the year.

Another project dealing with risk management involved the Bank of Ayudhya. The program was comprised of six courses covering Best Practices in Credit Risk Management, Introduction and Implementation of the Bank's Credit Manual, Introduction to Market Risk Management, Market Standard Techniques, Market Risk Exposure Management, and a Train-the-Trainer course on the Bank's new credit

manual. The program, performed by PricewaterhouseCoopers, trained 1,066 participants from all levels. In an evaluation by trainees, 96% of the participants commented that the training objectives were achieved, and 85% stated that the knowledge gained from the training could be applied to daily-work activities.

A three-course training program on Credit Risk Management for Krung Thai Bank (KTB) was also completed. KTB needed training specifically in this area in order to reach international standards and remain competitive. Some 228 employees from all levels received instruction covering concepts such as modern enterprise risk management, risk measurement, portfolio and business management, international best practices, information technology and processing, and equity capital management. The trainees evaluated the program as being "mostly effective" and "very relevant to KTB's needs and situation".

The BTP also oversaw a Debt-Restructuring program for BankThai. Eight training sessions were attended by 185 executives and managers. The five-day courses in each session were delivered using practical tools and methodologies through case studies, exercises, and negotiation role-plays. The training covered debt restructuring, legal and regulatory framework, information gathering and assessing, legal action, debt restructuring options, valuation and structuring the best option, monitoring, negotiation, and reporting techniques. Both the course materials and instructors were rated "very good" by the participants.

Working with PricewaterhouseCoopers, the BTP also saw completion of the Control Self Assessment (CSA) training program for the Thai Military Bank (TMB). To be inline with the Bank's restructuring process, CSA training was needed. CSA is a management tool used to assess the internal control system of each unit. The program trained a total of 186 employees from management and internal audit staff levels. The training included CSA training, CSA facilitator training, and a 10-day pilot project for on-the-job training. The evaluation of the overall program reported that 60 % of the participants felt that the training exceeded expectations.

Three other noteworthy projects were underway at the end of the reporting period. One of the biggest projects underway involved the organization of the "New Bank Professionals Development Network.", a distance-learning program. Scheduled to be completed next quarter, this project will involve training via a satellite television network and is expected to reach an estimated 12,000 bank employees throughout Thailand. In addition, a Small Corporate Skill Improvement training program for the Thai Farmers Bank is scheduled to begin in January 2003, and a Risk-Management training project is currently in the planning and development stages for Siam City Bank. This is also scheduled to begin in early 2003.

Challenges

There were a number of difficulties due to initial misunderstandings between the banks and the training organizations. In each case, however, KIAsia staff were able to resolve these misunderstandings. KIAsia staff were also able to convey criticisms of the training programs to the consulting firms so that they could remedy the problems. One example was that final session of Credit Risk Management training program for the Krung Thai Bank had to be rerun on October 2-4 because the first attempt failed to meet bank objectives. The program was run with the assistance of Deloitte Touch

Tohmatsu's Emerging Market unit. The BTP will have to work to ensure that similar problems don't occur in the future.

A continuing challenge for the US training firms was meeting the need of the banks for training in the Thai language. This demand led some of the companies to recruit and train more Thai employees. It is hoped that the efforts of the training companies to meet the bank needs will enable them to win future training business with those banks.

The Bank Training Program is challenged not to only give instructional training to bank participants, but also to ensure that the reforms are actually being implemented effectively within the organizations. This role has been somewhat of a challenge for the BTP as an assessment of actual changes in operation at all of the banks would require manpower and expertise not currently available on staff. It is hoped that the evaluation that USAID has scheduled for early in fiscal year 2003 will be able to provide more information on the impact of the training.

Indicators

BTP Indicator Table #1

Intermediate Objective 1	Corporate and Financial Governance Improved
Indicator	Policies, systems, or procedures adopted by the participating banks
Unit of Measure	Number of participating banks implementing new policies, systems or procedures
Source	▪ Executive orders, implementing rules and regulations of the participating banks ▪ Reports from the participating banks
Indicator Description	1. Implementation of new procedures and systems related to the training courses, i.e. new Credit Policies or Credit Policy Manuals, Risk Management Procedures, Internal Control Systems, Responsibility Accounting Centers or Systems

Year	Target # of Banks Cumulative	Actual # of Banks Cumulative
1999	0	Baseline - 0
2000	4	4
2001	5	7
2002	10	12

BTP Indicator Table #2

Intermediate Objective 2	Corporate and Financial Governance Improved
Indicator	Training activities in related topics
Unit of Measure	Number of banks continuing training programs using concepts, skills and materials provided through AERA assistance
Source	Training units of the participating banks
Indicator Description	Number of banks conducting related courses, including development of the Manuals and Guidebooks developed to the Banks' training units

Year	Target # of Banks Cumulative	Actual # of Banks Cumulative
1999	0	Baseline - 0
2000	3	3
2001	6	7
2002	10	11

Education Program

The main objective of the Education Program is to support educational reform through better use of teaching techniques and technology and the promotion of international education. Under KIAsia's Human Resource Development Division, the AERA Education Program is involved in projects assisting education in three areas: secondary education, higher education, and life-long learning. Because education is the foundation of a country's sustainable competitiveness and development, the education team from KIAsia continues to search for new ways to overcome the disparities and problems within the educational system of Thailand.

Accomplishments

Over the past year, the Education Program at KIAsia oversaw and organized several programs that had a direct impact on the educational system of Thailand over many levels. KIAsia set up programs to help teachers at some 3,000 schools utilize information technology to develop better teaching techniques and materials. The Education Program also facilitated exchange programs between UNC-Chapel Hill, Georgia State University, and Carnegie Mellon University with Thammasat University, Chiang Mai University, and King Mongkut's University of Technology Thonburi.

One area of concentration for the Education Program was English language teaching. Finding new ways to make learning English fun and enjoyable was their main focus. Developed in cooperation with the Department of General Education, the "English through Entertainment Program" was designed to promote more enjoyable and effective teaching of the English language. Using movies, songs, stories, games, television, and tourism, the course is intended to allow students to have fun while learning English. In March 2002, the Education Program organized an orientation workshop for 88 English Resource Instruction Center (ERIC) managers to introduce them to this unique teaching approach. Later in the period, the program developed a teaching package consisting of a teacher manual, videotapes, audiocassettes, and additional instructional instruments to support the teachers. Some 3,000 teaching packages will be distributed to teachers in the coming months, which are expected to improve the English skills of an estimated 300,000 students nationwide.

Another program designed to promote better English teaching involves the Mae Fah Luang University (MFLU) Project. With MFLU's commitment to begin English-only instruction and with assistance from the regional English language expert stationed in the US embassy in Bangkok, Oregon State University (OSU) was selected to assist MFLU in establishing an English Learning Center. In November 2002, two TESOL (teaching English as a second language) experts from OSU will travel to MFLU to provide expertise in curriculum development, teacher training, and center management skills training. After their three-month stay at the University, the consultants will return back to Oregon State University along with a group of MFLU English faculty members for one more month of additional training. The exact plan thereafter is being finalized as the overall program is scheduled for completion in December 2004.

The Education Program also worked on the development of the Thailand community college system in order to foster education and training linked more directly to economic and employment needs in Thailand's less developed areas. Through AERA funding, the East-West Community College Project assisted ten newly formed Thai community colleges in curriculum development. In May 2002, Dr. Martin Lancaster, President of the North Carolina Community College System, traveled to Bangkok with a team of experts from the East-West Community College Consortium and delivered a three-day training session to 33 Thai community college administrators. The agenda focused on leadership skills in assessing community needs and interfacing with business and industry to meet workforce and economic developmental requirements. The majority of the trainees agreed that the course was practical and could be adapted for their work.

The Education Program is in the planning stages for the next stage of assistance from the East-West Community College Consortium. Twenty-eight participants were selected to travel to Hawaii in early fiscal year 2003 to attend a training program on community college administration, teaching, and faculty development hosted by the Honolulu Community College. The group is expected to consist of twenty directors and committee members from the ten community colleges, six representatives form the Ministry of Education's Office of Community College Promotion, one from the Office of Private Education Commission, and one KIAsia representative.

Challenges

One of the greatest challenges facing the Education Program is to continue to create effective programs with committed partners. Some Thai-grant recipients are reluctant to share costs. The Education Program has found that those organizations that really buy into the program and show real commitment to the concept make much better long-term partners. Sometimes it's difficult for the program to get on the same page as far as project objectives with their partners. The Education Program will have to maintain their efforts in forming quality relationships where they are able to achieve mutually benefiting objectives. The Thai education reform program has also created some difficulties. Although much needed and undoubtedly valuable in the long term, the program has inevitably created short-term difficulties due to changes in the bureaucracy, restructuring of responsibilities and the dissolution of some government agencies and the merger of others. These disruptions and uncertainties delayed decision-making and implementation by the Ministry of Education in some cases. However, this problem is likely to be less important once the restructuring is completed.

Indicators

USAID did not recommend any specific indicators for the Education Program.

Border Action Against Malaria
(BAAM)

The Border Action Against Malaria (BAAM) project works with a broad national coalition to slow the emergence and spread of multi-drug resistant malaria in Thailand's border areas. The main objective of the BAAM is to develop new community-based mechanisms to slow the spread of malaria in general and deal with the challenge posed by drug-resistant strains of the parasite in particular. The program is developing models of cooperation and partnership, particularly with community organizations, to monitor and respond to the threat that such resistant strains will spread, not only in Thailand, but all across the region. The program is also intended to contribute to the decentralization and reformation of public health systems, making them more effective and sustainable.

In its second year, the BAAM program continued to support and expand efforts to empower and enable communities to prevent and control the spread of potentially severe strains of malaria. The BAAM also began work with the Ministry of Public Health, the Department of Medical Sciences, and the Department of Disease Control to further increase the communities' capacity to manage the disease.

Accomplishments

Over the reporting period, the BAAM project participated in several on-going activities within Thailand to fight against the spread of malaria. These activities focused on testing drug efficacy, monitoring the emergence of multi-drug resistant malaria, promoting reliable diagnosis, and enabling communities to cope with the problems posed by the disease.

Working with the Ministry of Public Health, the BAAM project supported and promoted the "national malaria sentinel surveillance drug resistance network initiative". The initiative is designed to monitor the emergence of multi-drug resistant malaria. In order to accomplish this, the program supported *in vivo* drug efficacy studies and *in vitro* sensitivity monitoring of the currently used frontline anti-malarial drugs in nine border provinces. The program also reviewed the drafts of revised manuals for physicians and health workers for application of drug treatment regimens for multi-drug resistant malaria.

In order to advance rapid and reliable malaria diagnosis, the BAAM project worked with the Department of Medical Sciences and the Department of Disease Control to begin development of locally produced dipstick test kits for high-risk areas. The 18-month program began by raising and characterizing dye particle-linked monoclonal antibodies against pLDH and pGAPDH for malaria antigen detection. The research has included the cloning and genetic engineering of the LDH and GAPDH enzymes from P. falciparum. This support should allow for faster and more affordable diagnosis, which is crucial for the communities' ability to cope with multi-drug resistant malaria.

In order to empower and enable communities to deal with the disease, the BAAM program has taken a school-based approach to increase community capacity for better prevention and control measures.

During the past year, the BAAM project has effectively used schools as a community-based mechanism against malaria. Early in the year, students in 25 schools, from the Tak and Mae Hong Son provinces, analyzed their communities' malaria problems and sought solutions. The students presented their findings and evaluations during workshops for community leaders. After the presentations, the community prepared action plans for their areas including such things as planting lemon grass, subsidized mosquito netting, screening of dormitories for students, and destruction of mosquito larva habitats. This type of self-evaluation and innovation response program was the first of its kind in Thailand.

The BAAM project also participated in several other programs within schools to promote and educate students about community-based malaria prevention and control. One example also involves a project from the Tak and Mae Hong Son provinces. BAAM sponsored 13 district and provincial primary education supervisors to join a national training-of-trainers for primary education. The training involved a new curriculum for 1st through 9th graders that was created by the Department of Instruction and Curriculum. The instruction uses an integrative thematic approach for learning about community-based malaria prevention and control. These supervisors will act as a core team to lead training and workshops on curriculum analysis, so their training should disseminate throughout their organizations.

With its recent success, the BAAM program is also involved in the development and planning stages for an expansion of their school-based approach to 15 additional border schools in Tak, Mae Hong Son, Chantaburi, and Trat provinces.

Challenges:

The geographical spread of the project – from the far northwest of Thailand to the far southeast of Thailand, created problems in terms of travel and staff ability to oversee activities that was compounded by the remote locations of many of the activities. More reliable access to transportation to reach off-road locations is needed.

Another challenge is to maintain good communication and understanding with a wide variety of implementing partners that range from international organizations like the World Health Organization to small community organizations and remote schools.

The lack of a low-cost and easy to read diagnostic tests for both major strains of malaria has inhibited efforts at early detection and treatment. Development of such a test has become an important scientific objective of a program that is otherwise focused on innovation in management mechanisms.

Finally, the on-going reorganization of the Thai public health system, is both a major challenge and an important reason that the BAAM project is needed. BAAM is developing pilot mechanisms that should provide models for the Thai public health to achieve its decentralization objectives without losing (and perhaps gaining) in effectiveness. Despite the sometimes difficult changes that the public health system is going through, Thai cooperation with BAAM has remained strong.

Indicators

BAAM Indicator Table #1

RESULT	INDICATOR	UNIT of MEASURE	Target 2002	Results 2002	%	REMARKS
STRATEGIC OBJECTIVE Increased national capacity for surveillance and response to multi-drug resistant malaria	**OUTCOME LEVEL** - National drug policies and guidelines reviewed annually and adjusted based on quality information from targeted sentinel surveillance and monitoring of the emergence and spread of MDR malaria - Drug regimens adjusted in areas affected by MDR based on surveillance results and policy guidelines - Targeted response strategies applied in MDR high-risk areas	- Number of drug policy reviews conducted - Number of drug policy guidelines issued and disseminated - Number of reviews to consider changes in treatment regimens in MDR areas - Number of provinces	1 1 1 2	1 0 1 2	100 0 100	Treatment manuals for physicians and health workers drafted Mae Hong Son, Tak
IR 1. Improved capacity to obtain, use, and disseminate quality surveillance information for response to the emergence and spread of antimalarial drug resistance	**OUTCOME LEVEL** - Routine analysis and dissemination of information on drug efficacy/ sensitivity, drug use, and drug quality to guide malaria treatment and policy decisions	- Number of sentinel sites monitored - % of targeted recipients receiving disseminated surveillance information	9 100	9 100	100 100	
IR 1.1 Linkage mechanisms established to exchange/disseminate quality, standardized, comparable data on drug efficacy/sensitivity, drug quality, behaviors contributing to emergence and spread	**PROCESS LEVEL** - Linkage mechanisms provide national and international access to regularly-updated data in a user-friendly format	- Numbers of reports - Number and frequency of forums for exchange	1 1	1 1	100 100	

IR 1.1.1 National network established for routine standardized sentinel surveillance of drug resistance	- Routine collection of data on drug efficacy and sensitivity in sentinel sites	- Number of sentinel sites covered by drug-efficacy/ sensitivity studies	7	6	86	- 3 Sites not studied due to inadequate no. of cases: Chantaburi, Ubon Ratchathani, Chiang Mai - Ratchaburi figures not included
		- Number of patients studied by in vivo and in vitro studies	175	440 vitro=80 vivo=360	251	
IR 1.1.2 Monitoring systems established for drug quality and drug use practices in areas affected by/at risk to MDR malaria	- Routine collection of data on drug quality and drug use practices in strategic locations	- Number of sentinel sites covered by drug quality/ drug use practice studies	-	-	-	Planned to start in FY 2003
IR 2. Improved capacity to understand infection and disease risk behavior patterns and identify best-suited prevention/control strategies among marginalized groups in MDR areas	**OUTCOME LEVEL** - Representative eco-epidemiological sites identified for MDR targeted interventions	- Site profiles documented	-	-		Planned to start in FY 2003
	- Site-specific behaviors and other factors identified in select MDR problem areas that contribute to infection, disease, severe/ complicated cases, treatment failure, MDR spread	- Behavioral studies	-	-		Planned to start in FY 2003
	- New appropriate site-specific measures for a community-based approach identified and documented	- Reports documenting community-based control measures	-	-		Planned to start in FY 2003
IR 2.1 Efficient process developed for replicating and adapting sustainable models for community epidemiology information system in strategic MDR-affected sites	**PROCESS LEVEL** - Reduced cost/unit and time for replicating prototype intervention models with adaptation as appropriate to local conditions in expansion sites	-Number of communities covered by models	-	-	-	Planned to start in FY 2003
IR 2.1.1 Models for community epidemiology information system developed and tested in diverse MDR sites	- Representative site-specific models identified and tested	-Number of representative district sites covered	-	-	-	Planned to start in FY 2003

IR 3. Increased access to and use of rapid parasitological diagnosis and effective treatment for MDR malaria for marginalized groups in strategic/remote high-risk areas	**OUTCOME LEVEL** - Reduced time lag from onset of symptoms to radical treatment in select remote high-risk areas	- % of confirmed cases receiving radical treatment within 5 days after onset	80	90	113	In villages where the school-based program is being implemented
IR 3.1 Community-based parasitological diagnosis and treatment services established in strategic/remote high-risk MDR malaria areas	**PROCESS LEVEL** - Criteria set for establishment of various application models - CB facilities established	- Documents on criteria dipstick/treatment services - Number of new community malaria Dx/Rx facilities in high-risk areas	1 10	1 7	100 70	By Malaria Division Community-based malaria clinics and dipstick/treatment sites in BAAM areas
IR 3.1.2 Effectiveness of various application models tested in diverse representative MDR sites	- Representative site-specific models identified and tested	- Reports documenting application models tested	-	-	-	Planned to start in FY 2003
IR 3.1.3 Feasibility of locally produced inexpensive quality dipstick test for Pf and non-Pf determined	- Prototype developed - Prototype tested	- Number of parasitological tests conducted in the field	-	-	-	Planned to start in FY 2004
IR 4. Enhanced capacity of reformed health systems to effectively implement decentralized community-based control strategies for MDR malaria	**OUTCOME LEVEL** - Community-based control programs implemented in select high-risk MDR areas	- Number of communities implementing community-based control programs	25	25	100	Began in 4th qtr. FY 2003
IR 4.1 Efficient process developed for replicating and adapting models for decentralized control community-based control strategies in line with health system reform	**PROCESS LEVEL** - Reduced cost/unit and time in replicating prototype intervention models with adaptation as appropriate to local conditions in expansion sites	-Number of communities covered by replication of adapted prototype intervention models	-	-	-	Planned to start in FY 2003
IR 4.1.1 Models for decentralized community-based control strategies developed and tested in line with health system reform	- Representative site-specific models identified and tested	- Number of communities in which pilot models have been tested	25	25	100	
IR 5. Increased local multi-sectoral capacity to enable community-based control strategies in MDR malaria-affected sites	**OUTCOME LEVEL** - Multi-sectoral support provided to sub-district councils and communities in	- Number of sub-districts with multi-sectoral collaboration for support to CB programs	4	4	100	

	district councils and community-based programs in select high-risk MDR areas	CB programs				
IR 5.1 Efficient process developed for replicating and adapting partnership models for local multi-sectoral support to enable community-based malaria control strategies	**PROCESS LEVEL** - Reduced cost/unit and time in replicating prototype intervention models with adaptation as appropriate to local conditions in expansion sites	-Number of sub-districts covered by replication of adapted prototype intervention models	-	-	-	Planned to start in FY 2003
IR 5.1.1 Local multi-sectoral partnership models to enable community-based control strategies developed and tested in diverse MDR sites	- Representative site-specific models identified and tested	- Number of sub-districts in which pilot models have been tested	4	4	100	
IR 6. Improved capacity to build empowering life skills for behavior development/change for personal, household, and community action for prevention and control of MDR malaria	**OUTCOME LEVEL** - Community-based programs using participatory problem analysis, planning, implementation, M&E established in select high-risk MDR areas	- Number of communities implementing community-based control programs	25	25	100	
IR 6.1 Efficient process developed for expanding coverage of participatory learning and action models for developing/changing behavior related to malaria prevention and control	**PROCESS LEVEL** - Reduced cost/unit and time in replicating prototype intervention models with adaptation as appropriate to local conditions in expansion sites	- Number of communities covered by replication of adapted prototype models	-	-	-	Planned to start in FY 2003
IR 6.1.1 School-based participatory learning and action model developed and tested in diverse MDR sites	- School-based models tested in diverse MDR sites	- Number of schools implementing a malaria-focused life skills curriculum	25	25	100	
IR 6.1.2 Participatory learning and action research with high-risk groups model developed and tested in diverse MDR sites	- Representative site-specific models identified and tested	- Number of communities in which pilot models have been tested	-	-	-	Planned to start in FY 2003

Other Programs Conducted under AERA that are not managed by KIAsia

Promoting Good Governance

A project for the promotion of good governance is in the preliminary stages of development. The Asia Program is coordinating a program to provide technical assistance on transparency and good governance for government organizations. The program is expected to launch in the coming year.
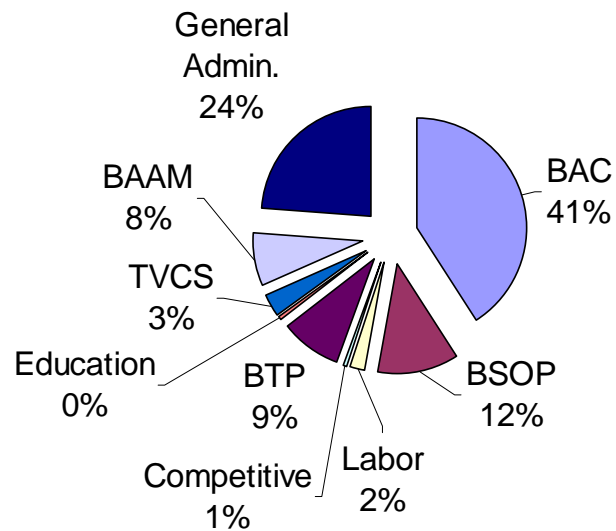
SME Development Project
(SIAM)

This project is being carried out by the US Chamber of Commerce with cooperation from the Thai Chamber of Commerce and the Federation of Thai Industries. The project is to identify, qualify, and match Thai and U.S. companies with one another for trade and investment.

Constitutional Education for Citizens Active Participation Project
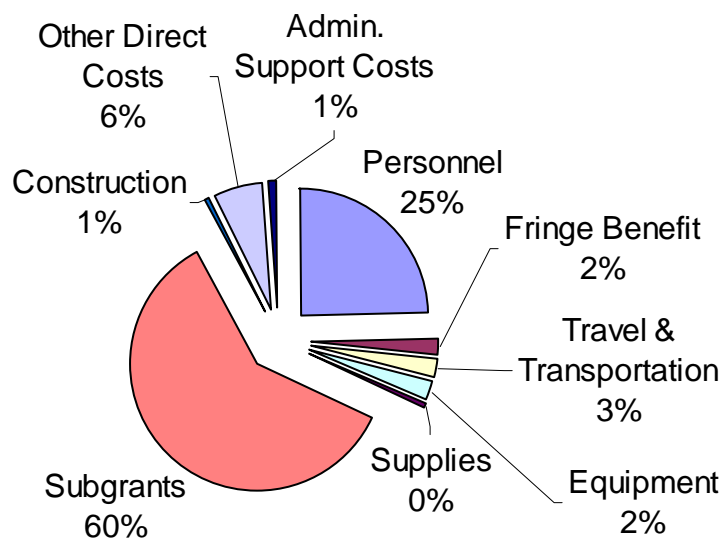**(CE-CAP)**

The King Prajadhipok Institute, The American Center for International Labor Solidarity (ACILS) and several Thai organizations are coordinating a program for various citizens groups on the new constitution.

The managers of these projects will submit the annual reports separately. Therefore they will not be included in this annual report for KIAsia; however, details of their activities are included in the quarterly reports for KIAsia.

Cumulative Spending by Project

General Admin. 24%

BAAM 8%

TVCS 3%

Education 0%

BTP 9%

Competitive 1%

Labor 2%

BSOP 12%

BAC 41%

Cumulative Spending by Cost Category

Other Direct Costs 6%

Admin. Support Costs 1%

Construction 1%

Personnel 25%

Fringe Benefit 2%

Travel & Transportation 3%

Supplies 0%

Equipment 2%

Subgrants 60%

Appendix A : BAC Project Summary: 2001 – 2002 Fiscal Year							
Company_Name	Industry	Size	Status	Type	Focus	End_Date	Customer Satisfaction
Black Canyon (Thailand) Co.,Ltd.	Service	Medium	Complete	TVCS	Operations	5-Oct-01	Very Satisfied
Inteqc Feed Co.,Ltd.	Foods and Beverages	Medium	Complete	Paid Support	Operations	12-Oct-01	Very Satisfied
Inteqc Feed Co.,Ltd.	Foods and Beverages	Medium	Complete	Paid Support	Other	12-Oct-01	Satisfied
103 Auto Tire L.P.	Automotive	Small	Complete	In-House	Human Resources	22-Oct-01	N.A.
Asia Precision Co.,Ltd.	Manufacturing	Medium	Complete	IESC	Operations	29-Oct-01	Satisfied
Best Pack Concrete Co., Ltd.	Construction	Small	Complete	TVCS	Operations	30-Oct-01	N.A.
Bangkok Fastening Co.,Ltd.	Manufacturing	Large	Complete	CDC	Operations	7-Dec-01	Satisfied
A Group	Electrical	Medium	Complete	IESC	Marketing	14-Oct-01	Satisfied
Saraburi Inn Hotel	Service	Medium	Complete	CDC	Marketing	14-Oct-01	Satisfied
Permpoon Marketing Co.,Ltd.	Service	Small	Complete	TVCS	Accounting	20-Dec-01	Satisfied
Data Paint and Chemical Co.,Ltd.	Chemical and Plastics	Small	Complete	In-House	Marketing	25-Dec-01	Satisfied
NTU/Thailand	Other	Small	Complete	In-House	Strategy	25-Dec-01	Satisfied
System Form Co.,Ltd.	Manufacturing	Small	Complete	ACDI/VOCA	Operations	27-Dec-01	Very Satisfied
Ruam Phat Patalung Hospital	Service	Small	Complete	TVCS	IT	30-Dec-01	Satisfied
Asia Garment Co.,Ltd.	Textiles and Footwear	Medium	Complete	In-House	Operations	11-Jan-02	Satisfied
P.C. Products International Co.,Ltd.	Manufacturing	Small	Complete	Paid Support	Operations	31-Jan-02	Satisfied
Pongchai Patana Co.,Ltd.	Service	Medium	Complete	In-House	Marketing	31-Jan-02	Satisfied

29

Appendix B: BSOP Project Matrix				
Large Grants				
Project Name / Objective	**Description**	**Objectives/ outcomes**	**Partners**	**Status**
Standards of Practice Handbook: Certified Investment and Securities Analyst Program / **Financial Governance**	The Association for Investment Management and Research (AIMR) and the Securities Analysts Association (SAA) are promoting a "code of ethics" for the Thai corporate sector by translating and adapting the AIMR's manual for the Thai environment.	To build up a strong ethics and professional standards program	SAA (Thai), AIMR (US)	The project was completed in September 2001.
Support programs related to the Chartered Financial Analyst Designation/ **Financial Governance**	AIMR experts are to conduct a workshop on Global Investment Performance Standards (GIPS). In addition, the 10-day review sessions in tutorial classes will be delivered to prepare CISA/CFA candidates for level 1 and level 2, year 2002 exam, using Schweser materials	to raise the quality of Thai practitioners in finance and capital markets.	SAA (Thai), AIMR (US), Schweser (US)	The project was completed in May 2002.
Upgrading the Capability of Accounting Instructors / **Financial Governance**	The Institute for Certified Auditors and Accountants of Thailand (ICAAT) is developing accounting instructional aids including video tapes, computer programs and teacher's manuals to use in higher education with assistance from a US counterpart university.	Improved accounting standards particularly outside of Bangkok.	ICAAT (Thai), U.S. University	The work will be completed by December 2002.
Comparative Study on Thailand's Savings and Investment Tax Policy / **Financial Governance**	The study is to examine the impact of Thailand's present tax structure on the financial and capital markets from both the economic and administrative aspects. The Security Exchange Commission of Thailand (SEC) asked for the Thai Development Research Institute with assistance from U.S. experts to conduct the study.	More attractive tax provisions for investors.	Thai SEC, TDRI,U.S. Counterpart	The project was completed in September 2001.
Bankruptcy Court Administration Program Part I / **Legislative and Judicial Reforms**	The American Bankruptcy Institute (ABI) is providing technical assistance to the Thai Central Bankruptcy Court (CBC) in training and establishing systems to deal under the revised laws with the backlog of corporate bankruptcies.	To improve the capabilities of the CBC and develop a relationship between CBC & ABI	CBC (Thai) ABI (U.S.)	ABI is to provide ongoing consultation to CBC.

Small Grants				
Project Name / Objective	**Description**	**Objectives/ outcomes**	**Partners**	**Status**
USFDA-Approved Better Process Controll School (BPCS) in Thailand Year II / **International Competitiveness**	The National Center for Genetic Engineering and Biotechnology (BIOTEC) has provided the assistance to King Mongkut's University of Technology Thonburi (KMUTT) to establish USFDA approved BPCS in Thailand. BPCS is the first ever school in Thailand that aims to assist Thai food exporters of low-acid canned food (LACF) and acidified foods (AF) in exporting to foreign markets.	To establish a USFDA certified BPCS in Thailand	BIOTEC, KMUTT (Thai) Purdue Univ. (US)	The project was already completed in May 2002.
Internal Audit Quality Assessment – Professional Practices and Training Quality Assurance Review Program / **Corporate Governance**	The Institute of Internal Auditors (IIA-US) is to initiate its professional practice of rendering quality auditing services on Quality Assurance Review (QAR) program for Krung Thai Bank, and to provide capacity building for its Thai affiliated IIA of Thailand (IIAT). This QAR services aims to assist the bank's internal audit staff to improve its skills in operational auditing risk assessment and implementing of internal control.	To provide KTB with quality QAR services that will help improve its good governance	KTB, IIAT (Thai), IIA-US (US)	The US experts from IIA-US will deliver QAR program for KTB in Thailand in early October 2002.
Strengthening Administrative Court Capacity: Judge Forum on Administrative Contracts/ **Legislative and Judicial Reforms**	The experts from the U.S. Court of Federal Claims and other U.S. organizations will provide technical assistance to strengthen the capacity of the Thai Administrative Courts in hearing administrative contract disputes	To develop court policy guidelines on Administrative Contracts	OAC (Thai), U.S. CFC	OAC planed to hold a videoconference with U.S. counterpart at the end of the year.
Developing a Thai Class Action Law / **Legislative and Judicial Reforms**	The American Bar Association (ABA) is providing expert assistance to work with the Council of State (CoS), the Class Action Research Team, and the Class Action Subcommittee in developing the new Thai Class Action Law.	To develop the Thai Class Action Law	CoS (Thai), ABA (U.S.)	The project was approved on August 30, 2002. The first videoconference between the U.S. and Thai counterparts was held on September 27 to discuss issues related to Class Action Law

33

Appendix C: LSAS Project Matrix

Income Projects	Activities	*Work Completed*	*Income*
Private Consulting	Provided consulting to Thai Wearing	Improved conditions and productivity, which benefited Thai factory management and workers. Completed Thai Wearing project in October.	Total revenue $100
	Provided training consulting for Pan Group	Improved conditions and productivity, which benefited Thai factory management and workers. Completed Pan Group project in December.	Total revenue $1,350
	Conducted gap audit for Aragon	Improved conditions and productivity, which benefited Thai factory management and workers. Completed Aragon project in March.	Total revenue $350
	Conducted research for ILO	Provided research that focused on various stakeholders, which benefited factory managers and other public. Completed ILO research project in June.	Total revenue $2,000
	Conducted training for SA8000	Provided education on working conditions, which benefited factory managers and other public. Completed SA8000 project in August.	Total revenue $3,000
	Provided consulting to Union Garment	Improved conditions and productivity, which benefited Thai factory management and workers. Completed Union Garment project in September.	Total revenue $200

Code of Conduct	Conducted worker interviews for Levi Strauss	Improved working conditions for buyer and workers. Completed Levi Strauss project in November.	Total revenue $5,400
	Conducted Code of Conduct audit for Mattel	Provided external effort to improve working conditions, which benefited the buyer and workers. Completed Mattel Project in May.	Total revenue $2,500
	Conducted translation services for Levis	Provided translation services for Levis that improved communication with workers, which benefited the buyer (company). Completed Levis translation project in September.	Total revenue $300
Fair Labor Association (FLA)	Conducted FLA audit for Nike	Improved working conditions, which benefited the buyer and workers. Completed Nike project in January.	Total revenue $2,100
	Conducted FLA audit for POLO	Provided external effort to improve working conditions, which benefited the buyer and workers. Completed POLO project in June.	Total revenue $5,600
	Conducted FLA audit for Reebok	Provided external effort to improve working conditions, which benefited the buyer and workers. Completed Reebok project in August.	Total revenue $3,000

Appendix D – BTP Project Matrix			
Bank/Project Name	**Description**	**Awarded Contractor/Partner**	**Status**
Siam City Bank - Risk Mgt. for Financial Institutions	The training will be organized for 150 top and middle management staff to improve the Bank's Risk Management system to international standards, and to build up capacity in implementing the risk management practice.	PricewaterhouseCoopers Risk Management Services Ltd.	Project is running
Thai Farmers Bank - Small Corporate Skill Improvement	The training will be organized for 150 staff in SME group to enhance relationship managers' skills and capabilities to operate the SMEs clients. Training topics will be on Financial Accounting for Bankers and Commercial Loans to Business	PricewaterhouseCoopers FAS Ltd.	Project completed
Government Banks - Krung Thai Bank - Bank for Agriculture and Agricultural Cooperatives - Govn't Savings Bank - Govn't Housing Bank - Small Industry Finance Corporation New Banks Professional Development Network	The distance training project aims to provide the government management and staff particularly in the provinces, to enhance their knowledge and skills. The training courses have been delivered by satellite broadcasting throughout the country. Training topics cover Risk Management, Banking Law, Internal Auditing, Customer Relationship Management, Asset & Liabilities Management, and Economics for Bankers.	NTU (Thailand) TIBFA (Thai Institute of Banking and Finance Association)	Project completed

The Thai Institute of Banking and Finance Association - Self-Study Fundamentals of Banking	The training courses will be developed for Thai banking and financial institution personnel especially in provinces. Initially, 1,000 participants are expected to attend this training project. A pool of lecturers and experts in their respective fields will help in developing course contents and teaching. Each participant will be provided learning materials such as textbooks, handouts, and VDO or cassette tapes.	N/A	Project is running
EXIM Bank – Risk Control for Export Financing	87 EXIM bank's senior & middle management and credit risk management staff will be provided the knowledge of risk management procedure, concepts for controlling risks, strategic risk framework, organizational risk management structure and credit risk policy, techniques in measuring and managing credit risk in order to implement the risk control system in the Bank more efficiently.	PricewaterhouseCoopers Risk Management Services Ltd.	Project is running

APPENDIX E: BAAM Projects Matrix

Large Grants

Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Strengthening of Sentinel Surveillance System for Antimalarial Drug Resistance in Thailand / **Surveillance of MDR Malaria**	With the Malaria Division (MOPH) as focal point, the ADR surveillance network comprises malaria clinics under responsibility of regional Vector Borne Disease Control Offices 1-5, provincial and district community hospitals, and academic field research stations. Nine border provinces with high malaria incidence are selected as sentinel sites, *i.e.*, Chiang Mai, Mae Hong Son, Tak, Kanchanaburi, Ranong, Ratchaburi, Ubon Ratchathani, Chanthaburi, and Trat. Main activities are: 1. Training on *in vivo* therapeutic efficacy assessment and *in vitro* sensitivity study; 2. *In vivo* therapeutic efficacy assessment of the first line treatment regimens; 3. *In vitro* sensitivity study of the currently used antimalarial drugs; Establishment of an information center for ADR network at the Malaria Division.	1. To establish a network of sentinel surveillance sites for monitoring antimalarial drug resistance in Thailand 2. To study the current situation of antimalarial drugs in Thailand both *in vivo* and *in vitro* 3. To strengthen the cooperation among sentinel sites in country and among neighboring countries towards sharing antimalarial drug resistance information	• The Malaria Division • Provincial and district hospitals • Mahidol University • Sirirach Hospital • Thammasat University • The Royal Thai Armed Forces Research Institute for Medical Science • WHO	Initial training completed; sentinel surveillance by *in vivo* therapeutic efficacy study and *in vitro* sensitivity study of the currently used antimalarial drugs is on-going in 9 sentinel sites. Results of monitoring drug resistance in 2001-2002 were analyzed at a national seminar of the network from April 29-30, 2002 and guidelines for further monitoring and revision of drug regimens were recommended. The national malaria drug policy committee is revising manuals on treatment guidelines for physicians and health workers.

Partnerships for a School-based Approach to Community Action Against Malaria / *Effective Partnership Models*	The project builds partnerships to develop a model for a school–based approach to community action against malaria as a key operational strategy for developing malaria knowledge, attitudes, skills and behavior necessary for community-based self-reliant action against malaria in highly endemic border. The model comprises the following key elements: • A process for participatory learning and action against malaria by the school and community; • Use of case study approach on a whole school basis to study the local malaria situation and identify alternative solutions; • Use of life skills education methods to enhance the case study approach and develop/change behavior to prevent and reduce malaria; • Development of learning materials to support discovery learning; • Mobilization of communities for self-reliant action against malaria; • Provision of technical support to schools and communities; • Leveraging resources from local sub-district councils to support community malaria prevention and control plans and projects	1. To strengthen capacity of schools and teachers to facilitate participatory learning and action by students and communities to prevent and control malaria. 2. To raise awareness and mobilize community action to prevent and control malaria. 3. To set up an example of a working model with multi-sectoral organizations collaborating as equal stakeholders. 4. To build on lessons learned and best practices for expansion of coverage to other endemic border areas facing increasingly multi–drug resistant malaria.	• Ministry of Education - Office of National Primary Education Commission: Office of Special Projects, Office of Supervision and Standards, Offices Provincial Primary Education Commissions in Tak, Mae Hong Son, Chiang Mai, Chantaburi, Trat • Health Behavior Development Group, Malaria Division • Regional Disease Control Offices, Vector Borne Disease Control Centers and Units • The Life Skills Development Foundation • Rajabhat Institute Chiang Mai • Border Patrol Police Bureau	200 teachers, principals and education supervisors from 25 schools in 4 districts have been through 25 days of training in 5 workshops. Students completed in-depth community malaria situation assessments, analyzed alternative actions, and shared with community leaders in consultation workshops to reach consensus on action plans and projects for community-based malaria control in June-July 2002. Community projects began implementation in August 2002. A participatory process evaluation was conducted in August 2002. Proposal for Phase II was approved and subgrant awarded for expansion of coverage to a total of 40 schools in 5 provinces starting in October 2002.

Small Grants

Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Thailand Roll Back Malaria Strategic Planning Workshop / *Effective Partnership Models*	BAAM Project Coordinating Unit organized a multi-agency gathering of key stakeholders in malaria control. Working group sessions were held to obtain input on key strategies for renewed joint efforts to control malaria with special focus on border areas and multi-drug resistant malaria. Deliberations focused on the following thematic areas: • Diagnosis, treatment, case management • Community/household prevention • Epidemiology, surveillance, mapping, GIS • Decentralization, health system reform, responsibilities, and processes for community participation • Staff capacity building and training methodologies • Participatory learning processes, and prototypes for action in target communities • International organizations/agencies and their contribution to Thailand Roll Back Malaria The thematic working groups presented	1. To seek approaches and mechanisms for mutual cooperation for more successful malaria control. 2. To provide an opportunity for all stakeholders to present experience and share ideas to move toward formulation of key joint strategies for collaboration in systematically advancing as appropriate and necessary.	• MOPH central, regional, provincial • Mahidol University • Thai and US AFRIMS • Royal Project Bureau • Royal Thai Army • Border Patrol Police Bureau • Hilltribe Welfare Division, Ministry of Labor and Social Welfare • Office of the National Economic and Social Development Board • Office of the National Primary Education Commission • The Life Skills Dev. Foundation • IMPECT • IRC • ACTMalaria • MSF	Workshop completed in July 2000. Participants from the wide range of organizations involved in anti-malaria efforts in Thailand were able to achieve a considerable degree of consensus on four principal strategies for rolling back malaria in Thailand. 1. Surveillance and response: epidemic preparedness, prevention and control 2. Early diagnosis, prompt and effective treatment 3. Household and community prevention 4. **Health system reform and decentralization to support local self-reliance in malaria control** 5. Collaboration and coordination with equal partnerships among local implementing agencies Program

	results of their discussions in the form of recommended strategies, activities, support needed, and potential partner agencies for comments and plenary discussion.		• PATH Canada • UNICEF • WHO • USAID	strategies,operational strategies, and potential partner agencies were compiled into a national strategic framework for Roll Back Malaria in Thailand.
Participatory action research planning workshop in Chantaburi Province / *Effective Partnership Models*	Following on focus group discussions conducted with more than 200 malaria high-risk villagers in Chantaburi Province, MOPH Vector Borne Disease Control Office No. 5 organized a planning workshop with local government officials, informal employers and high-risk forest-related occupation groups from Pong Nam Ron and Soi Dao Districts. Working groups provided input into formulation of proposals for subgrants to support development of appropriate interventions for a community-based approach to malaria control in Thai-Cambodian border areas.	1. To review results of focus group discussions with malaria high-risk groups. 2. To generate input on interventions emphasizing self-reliance. 3. To identify collaborating partners and their potential roles.	• , MOPH VBDONo. 5, VBDC, VDDUs • Chantaburi Provincial Public Health Office • District Health Offices and Health Centers • Border Patrol Police • Royal Thai Marines • School Principals and teachers • Informal employers • High-risk groups • Village health volunteers	Workshop completed in August 2001. Input used to formulate action research proposal planned for funding in FY 2002.

Participatory action research planning workshops in Trat Province / *Effective Partnership Models*	MOPH Vector Borne Disease Control Office No. 5 organized two planning workshops in Trat Province, with local government officials, informal employers, subdistrict council members, and high-risk forest-related occupation groups fromBo Rai, Muang, and Klong Yai Districts. Working groups provided input into formulation of proposals for subgrants to support development of appropriate interventions for a community-based approach to malaria control in Thai-Cambodian border areas. These workshops were followed by consultations with key officials of Vector Borne Disease Control Office No. 5 on formulating a proposal for subgrant support from BAAM.	4. To review results of focus group discussions with malaria high-risk groups. 5. To generate input on interventions emphasizing self-reliance. 6. To identify collaborating partners and their potential roles.	• , MOPH VBDONo. 5, VBDC, VDDUs • Chantaburi Provincial Public Health Office • District Health Offices and Health Centers • Border Patrol Police • Royal Thai Army and Marines • School Principals and teachers • Informal employers • High-risk groups • Village health volunteers	Workshops completed in November 2001. Input used to formulate action research proposal planned for funding in FY 2002.
USAID Roll Back Malaria Partners' Meeting: Informal Consultation on Monitoring Antimalarial Drug Quality and Use Practices / **Surveillance of MDR Malaria**	BAAM Project Coordinating Unit organized a series of meetings from September 12-14, 2001 for consultations on monitoring drug quality and use practices among representatives of USAID Roll Back Malaria partners in Thailand, Cambodia, the U.S.A, and WHO.	1. To identify important issues related to drug quality control and drug use practices in border areas; 2. To identify priority actions needed to initiate study and monitoring of drug quality and use practices as components of sentinel surveillance; 3. To identify potential implementing actors in study and monitoring of drug quality and use	• USAID • WHO • Royal Thai Government Ministry of Public Health • Cambodian Ministry of Health • US Pharmacopeia • Management Sciences for Health • ACTMalaria • KIAsia - BAAM PCU	The consultation meetings are completed. The consultations resulted in identification of important issues and priority actions needed to initiate/implement study and monitoring of drug quality and drug use practices as integral components of sentinel surveillance of antimalarial drug resistance with a focus on Thailand and Cambodia.

		practices; 4. To identify opportunities for technical cooperation, and support needed to implement study and monitoring of drug quality and use practices.		
Training of village health/malaria volunteers and sub-district council members / *Health System Reform* – **DecentralizedResponse Strategies and Effective Partnership Models**	BAAM Project Coordinating Unit collaborated with VBDO Nos. 1 and 2 to organize 2 training workshops for village health/malaria volunteers and sub-district council members on in-depth community malaria situation analysis; prevention, control and treatment of malaria; and coordinating planning for community action against malaria.	1. To increase knowledge, attitudes and behavior related to malaria. 2. To understand analysis of risk and community malaria epidemiological situation. 3. To prepare for collaboration with schools in analyzing alternative actions and formulating community malaria action plans.	• VBDO No. 1 and 2, VBDCs and VBDUs • Village health/malaria volunteers • Sub-district council members • Provincial Primary Education Offices • The Life Skills Development Foundation • BAAM PCU	Training workshops were completed in February 2002. Volunteers and sub-district council members from communities served by 25 schools in 4 districts have increased knowledge about malaria, situation/risk analysis, and are prepared to collaborate in school-community malaria action planning workshops in July 2002.
Writeshop to summarize one year implementation of the Partnerships for a School-based Approach to Community Action Against Malaria Project / **Effective Partnership Models**	BAAM Project Coordinating Unit collaborated with the Special Projects Office of the Office of the National Primary Education Commission to organize a writeshop to summarize implementation at the whole-school level and at each grade level from kindergarten to grade 9 under the Partnerships for a School-based Approach to Community Action	1. To summarize results of first year implementation including learning processes, curriculum linkages, and teaching plans.	• Special Projects Office of the Office of the National Primary Education Commission • Provincial and District Offices of Primary Education • The Life Skills Development	Writeshop completed in April 2002. Representatives of 25 schools in 4 districts summarized implementation, learning processes, content, life skills, problems, and solutions.

44

	Against Malaria Project.		Foundation • BAAM PCU	
Transfer of technology training on preparing and purifying pLDH and pGAPDH for raising monoclonal antibodies / **Increased Access to Rapid Parasitological Diagnosis and Effective Treatment**	Dr. Pongwit Bualombai of the Malaria Division was sent to the University of Manchester to participate in a short training course on preparing and purifying pLDH and pGAPDH for raising monoclonal antibodies. If this is successful, it will be followed by research and development to determine the feasibility of local production of dipstick dye immunoassays utilizing dye particle-linked monoclonal antibodies developed against pLDH and pGAPDH for malaria antigen detection of both P. falciparum and non-P. falciparum.	1. Transfer of technology on preparing and purifying pLDH and pGAPDH for raising monoclonal antibodies	• Malaria Division, Department of Communicable Disease Control, MOPH • National Institute of Health, Department of Medical Sciences, MOPH	Dr. Pongwit Bualombai is undergoing training at the Department of Molecular Biology, University of Manchester, and will return in July.